

**SECRET**

DDA Registry  
81-2397

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16 NOV 1981

REGISTRY

Training - 6

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:

[Redacted]

Director of Training and Education

SUBJECT:

Senior Officer Development Course

We are pleased that you will be able to meet again with the Senior Officer Development Course on Thursday, 3 December 1981, in the DCI Conference Room. In keeping with your expressed interest at our 25 September meeting, we would view this session as an opportunity for you to elicit class member perceptions and concerns about the missions and future of the Agency. This session will be at the end of the Collection Block, the twelfth or penultimate week of the Course. This has been an active and committed group of professional officers, and we look forward to an active exchange.

[Redacted]

25X1

Attachment:

Schedule for Block III

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**SECRET**

81-2397

SENIOR OFFICER DEVELOPMENT COURSE

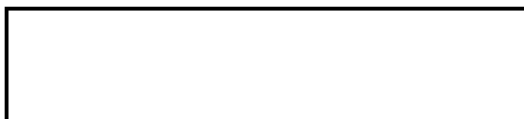
II

Block III: The Collection of Intelligence

9 November - 5 December 1981

Weeks 9, 10, 11, and 12

All portions of this schedule  
are classified SECRET



25X1

S E C R E T

Block III: Collection

Block Advisor/Staff:



25X1

Premise:

The quality of the intelligence product depends upon the timeliness, quality and extent of raw information available. That information exists in many forms--the written and spoken word, photographs, electronic emissions, and so on. Technology has greatly increased the variety of modes by which information is communicated, and the ability to mask or secure critical transmissions. Technology also has advanced our capacity to collect. The appreciation for applications of new technologies is matched by a growing awareness of the psychological and cross-cultural dimensions of human collection. A thorough understanding of the collection processes as a stage in process of providing the product to the consumer is essential in the preparation of a professional intelligence officer.

Objectives:

The participants will develop a comprehensive understanding of the full range of collection systems, and particularly their applications and limitations. They will gain a basic familiarization with the operating principles and characteristics of complex systems, and with personality as well as operational considerations that are key to human source collection. The participants will develop basic skills for evaluating the effectiveness and choosing collection systems for use against select intelligence targets.

## 0900

SODC Staff

## IMAGERY

NPIC

25X1

1230

## Lunch

1400

# Principles of Satellite Photo-Reconnaissance

OD&E

What forces determine a satellite's orbit and indeed, keep it there? [redacted] examines this and other questions basic to satellite photo-reconnaissance.

25X1

READINGS: Aaron Katz, Rand Corp., 1960, Observation Satellites: Problems and Prospects

Don Moser, American Heritage, October 1977, "The Time of  
The Angel: The U-2, Cuba, and the CIA."

Central Intelligence Agency, February 1979, The Holocaust Revisited: A Retrospective Analysis of the Auschwitz-Birkenau Extermination Complex

S E C R E T

Tuesday, 10 November

0900 Member Presentation [redacted] 25X1  
DDS&T/OSO

1000 Film [redacted] 25X1

1045 Member Presentation: The Agony and the Ecstasy [redacted]  
O/DDS&T

1145 Lunch and Study Time

1315 Future of Satellite Photo-Reconnais- [redacted] 25X1  
sance USAF SS

25X1

[redacted] examines future trends in photo-reconnaissance, as illustrated by the National Reconnaissance Organization and its programs.

1530 Imagery Support for Clandestine [redacted] 25X1  
Operations PCS/DDO

This session discusses the ways in which technical collection techniques--in this case, imagery--can be used to support clandestine collection.

Wednesday, 11 November

Happy Veteran's Day!

Thursday, 12 November

0800 Bus departs Chamber of Commerce for visit to National Photographic Interpretation Center.

1530 Bus departs NPIC for Chamber of Commerce.

S E C R E T

Friday, 13 November

SIGINT

0800        Bus departs Chamber of Commerce for visit  
             to National Security Agency.

1530        Bus departs NSA for Chamber of Commerce.

READINGS:   David Kahn, The Codebreakers  
             R.V. Jones, The Wizard War

Optional:   Alfred Price, Instruments of Darkness

S E C R E T

WEEK TEN

Monday, 16 November

0845      Introduction to SIGINT      [REDACTED] 25X1  
Deputy Director of  
SIGINT Operations

0915      Evolution of SIGINT      [REDACTED] 25X1

This session will include a tutorial on the various forms of SIGINT, e.g., COMINT, ELINT, Telemetry, etc., and discuss the evolution of SIGINT in the Agency.

1000      Fundamentals of SIGINT      (TBA)

What is SIGINT and how does it contribute to intelligence?

1130      SIGINT Community Resources      (TBA)

A discussion of the resources involved in SIGINT-- agencies, people, and funds.

1230      Lunch

1400      CIA Clandestine SIGINT Mission      (TBA)

An analysis of new initiatives and CIA's unique role in SIGINT.

1545      Case Study in Technical Collection I:      [REDACTED] 25X1  
[REDACTED]      Director of SIGINT  
Operations      25X1

[REDACTED]

S E C R E T

Tuesday, 17 November

0830 Essays on Foreign Commercial Collection Due

0845 Advanced Technology in the Computer Dr. Terry Higbee  
Captain, USAF  
Program Manager,  
USAF Space Division

25X1

[ ] examines advanced technology in the computer field, related to the space shuttle.

1030 Technology Transfer

[ ] 25X1  
Chief, Technology  
Transfer Assessments  
OSWR/NFAC

25X1

The economic and, especially, military implications of east-west technology transfer continue to be one of the most complex and confusing issues facing the U.S. Government. [ ] will examine the intelligence collection and analytical aspects of the issue and will discuss the various consumer interests--particularly the national security, diplomatic, and policy dimensions--the Intelligence Community must serve.

1200 Lunch  
Optional Film: "Cynthia"

1330 Management Exercise: Simulation as a Management Tool

[ ] 25X1  
National Intelligence  
Emergency Planning  
Staff, O/DCI

Managers make decisions about priorities, allocation of resources, work flow, and tasking. This session is intended to illustrate the potential uses of simulation and system dynamics methodology as tools in daily work. The use of simulations can serve to improve precision in communications and to elicit the expertise of multi-disciplinary managers. Applications of these techniques in various parts of the Agency will be discussed.

1530 Member Presentation

[ ] 25X1  
NFAC/CRES

READING: Congress of the United States, Office of Technology Assessment, Technology and East-West Trade

S E C R E T





25X1

Thursday, 19 November

0845 Personnel Management in the 1980s

[Redacted]  
Deputy Director for  
Policy, Analysis, and  
Evaluation, Office of  
Personnel

25X1

[Redacted]  
Policy and Program  
Staff, Office of  
Personnel

The speakers will address key personnel management concerns for the 1980s and will cover such issues as: the Inter-directorate Planning Group, projecting future human resource needs, compensation and pay comparability, performance appraisal, the evaluation cycle, how evaluation works, and the Senior Intelligence Service (SIS). Background information on the Annual Personnel Plan will also be provided. "Organizational Constraints on Lifestyles" will serve as background reading for this session.

1100 The Changing Recruiting System

[Redacted] 25X1  
Deputy Director for  
Recruitment and  
Placement, Office of  
Personnel

Historical information on the recruiting system and how it came under fire by the Inspector General will provide the framework for understanding contemporary recruitment strategies. Pros and cons of the recruiting model will be presented and the need for long range forecasting and expansions of efforts will be discussed.

1200 Lunch

1330 Film: "Manager Wanted"

An executive wishes to promote one of his managers. In the process of deciding whether or not to promote from within the system or seek a new manager from outside the company, the boss discovers a crucial flaw.

S E C R E T

Thursday, 19 November (continued)

1410

Managing Your Boss



25X1

Too often, management training focuses on teaching supervisors and managers to communicate effectively with subordinates while ignoring the need for improving communications upward to one's boss. Each of us is a subordinate, and in that role, each has some key obligations to fulfill in relation to our bosses. These responsibilities will be described and exploration of their importance and frequency of occurrence will be encouraged.

25X1

1505

Mentor Relationships



Many managers indicate that working and talking with an effective role model has greatly benefited their careers and their effectiveness as managers. In fact, they often say that such experiences are so powerful that they supercede the gains obtained through formal management training courses. The roles of apprentice, colleague, mentor, sponsor, supervisor, and protege(e) and patterns of career development will be discussed. Examples of formalizing the development of mentor relationships in various organizations will be presented.

1600

Small Group Exercise on Career Development

SODC Staff

Facilitators will encourage individuals in small groups to share personal experiences and observations about career development in the Agency. Identification of ways to improve "the system" and steps that can be initiated by each manager will be explored. A representative from each group will provide a brief summary at the end of the exercise when the groups reconvene in the classroom.

S E C R E T

25X1

25X1

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25X1

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Thursday, 3 December0900      Organizational Change and Manage-  
ment of Stress

Participants in this session should have a better understanding of organizational change and management of stress and be able to identify psychological and physiological changes associates with stress. Check lists and other stress instruments will help participants gauge the amount of stress in their lives. Methods of preventing excessive stress and of managing stress in positive ways will be illustrated through exercises and a film.


1200      Lunch

Note: The afternoon session will be conducted at Headquarters in the DCI Conference Room, 7D 60. In case of last minute changes, room GE73 Hqs. has been reserved as an alternate.

25X1

1330      OMS--Agency Stress Studies


25X1

 will discuss the results of recent studies of stress conducted by the Office of Medical Services at various sites and with various components in the Agency.

25X1

1445      Agency Executives

25X1

 will discuss the results of a study he conducted on job demands of Agency executive positions during 1979-80. Data provided in this session should assist in the development of life-career plans based on a firmer understanding of the nature of the time demands, role flexibility, and tolerance for ambiguity associated with executive positions. Comparative information on industrial executives will also be discussed.

1600      Open Forum Discussion with Students  
of SODC

Admiral Bobby Inman  
Deputy Director of  
Central Intelligence

S E C R E T

Friday, 4 December

0900 Executive Use of Power and Authority

25X1

25X1

[ ] will discuss power and authority from her perspective as the president of a consulting firm dealing with management strategies for modernizing industries through introduction of automatic systems and modern technology. Examples of constructive and destructive uses of executive power will be presented. Comparisons will be made between industry and various parts of the government in which she has formerly served, such as the U.S. Bureau of Standards, the Department of Defense, and as Assistant Secretary for Resource Applications in the Department of Energy.

1100 Study Time

1200 Lunch

25X1

1300 The Power of the Executive

The executive influences the organization in many ways. Career development of subordinates is strongly affected by the power and authority of executives. [ ] will discuss his research and consulting experiences with integration of women and minorities into management positions in academic settings, industry, and the government.

25X1

1515 Exercise on Power and Authority

25X1

Participants will complete self-assessment instruments to identify personal influence styles and discuss their implications in small groups after seeing the film, "The Effective Uses of Power and Authority."

S E C R E T

<b>TRANSMITTAL SLIP</b>		DATE
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REMARKS:  Info copy 15/2007 <i>[Signature]</i> 17 NOV 1981  A DDA <i>[Signature]</i> 18 NOV 1981  DDA <i>[Signature]</i> 18 NOV 1981		
FROM: DTE		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)